

Bosnia and Herzegovina

Provision of private employment services PROJECT

Stakeholder Engagement Plan

December 2019

1. Introduction

The project development objective is to support hard to employ jobseekers to transition into jobs through a suite of individualized and market driven private employment services.

This will be achieved through the implementation of activities in two components: (i) provision of employment services and (ii) implementation support and project management.

a. Purpose of the SEP

The purpose of the present Stakeholder Engagement Plan (SEP) is to outline the target groups and methods of stakeholder engagement and the responsibilities in the implementation of stakeholder engagement activities. The intention of the SEP is to activate the engagement of stakeholders in a timely manner during project preparation and implementation. Specifically, SEP serves the following purposes: i) stakeholder identification and analysis; (ii) planning engagement modalities and effective communication tools for consultations and disclosure; (iii) defining role and responsibilities of different actors in implementing the SEP; (iv) defining the Project's Grievance Mechanism (GM) and (v) providing feedback to stakeholders; (vi) monitoring and reporting of the SEP.

b. Project Description

The Project will consist of the following two components: (i) provision of employment services and (ii) implementation support and project management.

Component 1 will pilot private provision of employment services to jobseekers. The activities to be implemented under Component 1 are as follows:

- (i) Development of a service delivery model and an operations manual which will describe this model and guide implementation
- (ii) Outreach to registered unemployed individuals (to be drawn from public employment services registers).
- (iii) Delivery of package of private employment services (i.e., needs/skills assessment, skills training, placement for on-the-job training or job, and job search assistance/counseling) with a focus on women and youth, based on their needs.
- (iv) Continuous monitoring of activities to ensure compliance with the process and expected results.

Component 2 will facilitate the implementation and monitoring of the project. The project will be managed and implemented by "Kolektiv" doo who will, based on the Project Document, develop a Project Operational Manual (POM). POM will provide details on the composition of the project management team and assigned responsibilities to deliver results as defined in the Project document as well as the detailed timeline for the implementation of activities and budget. This component will also facilitate implementation through providing strategic, management and technical backstopping to the activities under Component 1. The activities required to implement Component 2 are as follows:

- (i) Ongoing monitoring of activities to ensure smooth delivery and implementation of the employment services aligned with the agreed project activities and expected results and timelines
- (ii) Reporting (quarterly, annual and final reports)

- (iii) Ongoing strategic, management and technical backstopping to facilitate implementation of the project.

c. Summary of social and environmental risks and impacts of the Project

The project is classified as Low Risk with regard to environment and social risk, taking in account the nature of the project activities, their perceived negative impacts on social and environmental outcomes, and the experience of the implementing agency in managing similar activities and the provision of employment services. The Project will not finance any of the activities listed in the World Bank Group -IFC Exclusion List. There are no environmental risks related to this project. In few cases, the mitigation activities will need to be designed to deal with labour and working conditions of project workers and they will be described in LMP. To ensure adequate consultation, feedback and information, a Stakeholder Plan is also developed.

2. Summary of previous Stakeholder Engagement Activities relevant to the Project

a) Stakeholder engagement activities conducted in the previous period

The project is a continuation of long-term engagement with governmental and private sector, but also civil society organizations and individuals. These have included interviews, focus groups, surveys, cooperation on the development projects, conferences, workshops, panel discussions, meetings with public employment services, labour ministries, jobseekers and employers.

During this period Kolektiv was engaged with Federal Employment Institute, Agency for Labour and Employment of BiH, Employment Institute of Canton Sarajevo, Employment Institute of Republic of Srpska and Federal Ministry of Labour and Social Policy through series of meetings and events where it was discussed about the role of private employment agencies in addressing the problem of unemployment.

Within the Youth Employment Project implemented by GOPA supported by the Swiss Government, Kolektiv and Federal Employment Institute, signed the MoU which identified common goals and areas of cooperation including: creation data base of jobseekers who will be provided with the services of the project, provision of employment services to jobseekers, integration of youth into the labour market through promotion of employment and education of young people about employment and career development as well as joint media activities. The MoU is signed in 2009 for indefinite period. Kolektiv provided support services to the Federal Employment Institute – matching unemployed young people with vacancies with the aim of placing them into employment.

Within the same project, Kolektiv signed MoU with Employment Institute of Republic of Srpska which defined cooperation in the area of exchange of information about available vacancies. This MoU is signed in 2011 for indefinite period of time. Beside exchange of information, the parties cooperated on integration of youth into the labour market through promotion of employment and education of young people about employment and career development as well as joint media activities.

Recently, in 2019, Kolektiv and Employment Office of Canton Sarajevo renew the MOU which was originally signed in 2011 for indefinite period of time. The parties agreed to cooperate on improving intermediation services, promotion and implementation of active labour market measures, labour market research, as well as joint activities on promotion of Canton Sarajevo workforce potential to employers and potential investors. During the preparation of the new MoU, consultations between two parties were conducted; common goals and areas of cooperation were identified. Beside the aforementioned, Kolektiv regularly reports Employment office of Canton Sarajevo about persons who were placed into job through intermediation services provided by the Kolektiv and who were registered in the Employment office as unemployed persons.

Recently the new law on Private Employment Agencies was adopted. The new law changed the way private employment agencies are licensed. In 2019, during the renewal of Kolektiv's license to operate as private employment agency, Federal Ministry of Labour and Social Policy pay a visit to Kolektiv offices where they review Kolektiv's procedures of providing employment services, operations and resources. Kolektiv license was renewed until 2022.

During 2017, Kolektiv conducted extensive analyses of youth labour market in BiH. It was done through large survey among jobseekers and employers for the purpose of Market Makers project, which Kolektiv implements together with Helvetas, with the support of Swiss Government. The overall aim of the research was to explore demand and supply side of the youth labour market in BiH and contribute towards an evidence basis and therefore the strategic direction of the project's sector strategies. Specific goals of the survey were: Identify youth preferences for and expectations of MMs' sectors and positions within them, obtain information on youth, their skills and training/retraining needs, examine job satisfaction criteria among youth, identify youth perception on self-employment, identify key constraints and opportunities for business growth and job creation for youth from the employers point of view, identify sectors and positions with a mismatch in labour demand and supply, identify Donors project in BiH and how they support/disrupt the private sector growth and the creation of jobs for youth. The online survey were conducted with 6200 respondents. Focus groups were organized in 7 BiH cities Banjaluka, Sarajevo, Tuzla, Livno, Trebinje, Mostar, Doboj with 96 participants, targeting two groups of participants, unemployed men and women. Interviews were conducted with 60 employers in 5 economic regions of BiH where key challenges, potential solutions and opportunities were discussed. The research discovered that key challenge for all employers was a lack of skilled workforce. Based on the research findings, the project Market Makers drafted sectors strategies on the basis of which the project planned its interventions in the future.

Among many conferences, workshops and panel discussions about employment and workforce challenges, Kolektiv organized or participated in organization, the most recent ones were:

Panel discussion about regional cooperation in resolving employment and labour challenges within the Regional Conference about Work and Employment; Kolektiv had an introductory presentation about labour market in the region and afterward led the discussion with the public employment services from Federation of BiH, Croatia, Slovenia, Republic of North Macedonia.

Meeting „Initiative for entrepreneurship and innovation“ which aim was to encourage closer dialogue and cooperation between development partners (donors) and private sector, entrepreneurs and business support organizations. The meeting was organized by The World Bank in BiH, Kolektiv and Business Center Networks. As the key constraints to private sector development in BiH, participants identified lack of qualified workers and discussed measures for resolving this issue.

Kolektiv participated in consultation with Ministry of Labour and Social Policies about preparation of active labour market measures for 2020 and the role of private employment agencies.

Beside the aforementioned, jobseekers and employers are engaged in Kolektiv's day to day operations, because Kolektiv provides online and offline recruitment services for over 30.000 employers and over 300.000 jobseekers. The dialogue with both labour market key stakeholders is continuous and feedback about employment challenges is continuously collected.

Lessons from this long-term stakeholder engagement processes are built in the methodology and the work plan of the project.

b) Consultations held on proposed Provision of Private Employment Services Project activities

Meetings are held with Employment Institute of Federation of Bosnia and Herzegovina (FZZZ) and Employment office of Canton Sarajevo. They both expressed support to the project. Employment office of Canton Sarajevo expressed their interest to participate in project activities and highlighted the role of employment offices in verification of employment. The separate MoU will be signed with Employment office of Canton Sarajevo related to the project when the project becomes effective. The Mou will define joint activities, roles and responsibilities in the project.

Federal Ministry of Labour and Social Policy, Employment office of Herzegovina-Neretva Canton, Ministry of Labour and Social Policy of Canton Sarajevo and Ministry of Health, Labour and Social Protection of Herzegovina-Neretva Canton, Ministry of Finance of Bosnia and Herzegovina and Federal Ministry of Finance are informed about the project in written. Meetings with these stakeholders will be held in the period ahead.

3. Stakeholder Identification and Analysis

The Project has multiple stakeholders from government, private sector to donor organizations involved in the labour market in BiH and relevant to the Project. The stakeholder risk is low due to the multitude and diversity of stakeholders.

a) Project affected parties

1) Federal Employment Institute (FZZZ) – according to the project paper the list of beneficiary job seekers will be drawn from lists maintained by the public employment services. Furthermore, the project beneficiaries once placed on a formal job with a firm will be deregistered from PES's. Therefore, the Federal Employment Institute has an important role in defining the pool of project beneficiaries, monitoring and reporting system of the project and the implementing agency has to closely cooperate with Federal Employment Institute but also with cantonal public employment services. Furthermore, the project results are expected to have a long-term learning impact with respect to outsourcing employment services for hard to employ targeted under this pilot to private providers. At this time, there is little evidence in Bosnia and Herzegovina and in the region to prove one way or the other that outsourcing certain specific

employment services can be beneficial to Public Employment Services and Ministries of Labor in achieving their employment objectives. Therefore, this project, regardless of the success rate, will provide wealth of resources, materials and experience to policy makers and practitioners, including federal Employment Institute, for future planning of active employment programs and measures.

2) Employment offices of Canton Sarajevo and Herzegovina-Neretva Canton – the location of the project is Sarajevo Canton and City of Mostar. Therefore, the project beneficiaries will be drawn from the lists of unemployed persons maintained by Employment office of Canton Sarajevo and Employment Office of Herzegovina-Neretva Canton. It is within their jurisdiction to keep record of unemployed, provide services of counseling and intermediation to unemployed and employers. Therefore the project Component 1 will directly complement program and objectives of Employment offices of Canton Sarajevo and Herzegovina-Neretva Canton. They will also benefit from the resources, materials and experience from this project in their future planning of employment programs and measures.

3) Federal Ministry of Labour and Social Policy, Ministry of Labour and Social Policy of Canton Sarajevo and Ministry of Health, Labour and Social Protection of Herzegovina-Neretva Canton – they are governments bodies responsible for establishing and maintaining functional and efficient labour market system aligned with EU laws and international documents, with objectives to monitor implementation of the labour law and law on employment intermediation, to strengthen the functions of public employment services and to monitor the implementation of employment projects. Therefore, they will benefit from this pilot program in terms of learning and evidence based decision making for the future employment programs and projects and drafting laws. The Federal Ministry of Labour and Social Policy also issue the licenses for private employment agencies and maintain the register. This project will help them to better understand their potential and the role in the labour market.

4) Ministry of Finance of Bosnia and Herzegovina – as strategic partner of the World Bank in BiH, the Ministry of Finance was informed about the project and approved its implementation as well as implementing agency. The Ministry of finance i.e. the state will benefit from the contributions and taxes paid directly by the implementing agency but also from the contributions and taxes paid by the employers for whom the project will provide employment services and thus increase their workforce.

Project beneficiaries:

Jobseekers - the beneficiaries of the project will include jobseekers registered with the Public Employment Services and who indicate interest in benefitting from private intermediation services and participating in the program. Jobseekers will be drawn from the pool of registered unemployed in the public employment services. They will belong to one or more of the following groups: youth and women with less than tertiary education and are long term unemployed. The project would benefit 2000 registered jobseekers.

Employers - indirectly project beneficiaries are firms who are receiving the jobseekers because they will benefit from the increased workforce potential. A share of the firms which will receive jobseekers are expected to be from the set of firms that have participated in a parallel pilot project providing advisory services to firms.

Other interested parties:

The following public and civil sector organization will also benefit from the project results and findings:

Employment Institute of Republic of Srpska (ZZZRS), Employment Institute of Brčko District of BiH (ZZZBD), Ministry of Labour Republic of Srpska – for planning of future programs and active measures

Association of Employers FBiH, Association of Employers of Republic of Srpska – for future cooperation between association and public/private employment services in resolving the lack of workforce issue

Donors and development organizations who work in the area of employment and labour market development will also benefit from this program. Their engagement is also important for avoiding overlapping of activities and disruption of labour market.

The timing and methods of engagement with identified stakeholders is outlined below.

4. Stakeholder Engagement Plan

Stakeholder engagement is a continuous process that began prior to the development of this SEP and will continue through the life of this project. Project team will be in active communication with the stakeholders determined throughout the life of the project. The following methods and materials will be used within the scope of the engagement from start of implementation till the project closes:

a) Stakeholder engagement plan

Stakeholder Groups	Information to be shared	Engagement method	Responsibilities
<i>Affected Stakeholders</i>			
Federal Employment Institute (FZZZ)	FZZZ will receive reports on project progress, results and lessons learned.	Semi-annual progress reports shared with FZZZ. Annual meeting Project final event	Kolektiv project team
Employment offices of Canton Sarajevo and Herzegovina-Neretva Canton	Cantonal offices will receive reports on project progress, results and lessons learned. Cantonal office will receive the reports on people employed through private intermediation services	Semi-annual progress reports shared with cantonal offices. Regular quarterly internal technical meetings with cantonal offices senior staff to brainstorm, implement, adjust Monthly reports about persons employed through private intermediation services.	Kolektiv project team Cantonal offices senior staff

		Project final event	
Federal Ministry of Labour and Social Policy, Ministry of Labour and Social Policy of Canton Sarajevo and Ministry of Health, Labour and Social Protection of Herzegovina-Neretva Canton	Ministries will receive reports on project progress, results and lessons learned.	Semi-annual progress reports shared with ministries Annual meetings Project final event	Kolektiv project team
Ministry of Finance of Bosnia and Herzegovina	General information about the project	Regular project implementation updates (continuously through project implementation) in public communications Annual meeting Project final event	Kolektiv project team
Project beneficiaries			
Jobseekers	General information about the project Information about private employment services Success stories	Continuously through the project implementation Annual satisfaction survey	Kolektiv project team
Employers	General information about the project Information about private employment services Success stories	Continuously through the project implementation Annual satisfaction survey	Kolektiv project team
Other Interested Parties			
Employment Institute of Republic of Srpska (ZZZRS), Employment Institute of Brčko Distrikt of BiH (ZZZBD), Ministry of Labour Republic of Srpska	Regular public information and awareness/success stories, lessons learned	Regular project implementation updates (continuously through project implementation) in public communications Project final event	Kolektiv project team

Association of Employers FBiH, Association of Employers of Republic of Srpska	Regular public information and awareness/success stories, lessons learned	Regular project implementation updates (continuously through project implementation) in public communications Annual meetings Project final event	Kolektiv project team
Donors and development organizations	Regular public information and awareness/success stories, lessons learned	Regular project implementation updates (continuously through project implementation) in public communications Annual meetings Project final event	Kolektiv project team

b) Gender

The percentage of women jobseekers who will benefit from this project is expected to be high. According to the Labour Force Survey 2018 the share of women in workforce is 51,2% and share of women in unemployment is 42,3%. The percentage of women with less than tertiary education in the total number of unemployed women is 82,2%. The pool of potential project beneficiaries should include at least 50% of women and specific measures will be considered during POM development to encourage participation of female jobseekers in the project.

c) Disadvantaged/ Vulnerable Individuals or Groups

Project beneficiaries are youth and women with less than tertiary education and are long term unemployed. They are a primary target group of the project. The project also recognizes disabled people and marginalized groups like the Roma (especially Roma youth) as disadvantaged and vulnerable. The project will make a concerted effort to target all the above groups. Non-discrimination principles will be embedded in the design of POM. As part of its visibility/communication strategy, the Project will promote and highlight social benefits for disadvantaged groups and individuals in the society such as the poor, disabled and socially excluded.

d) Stakeholder Engagement Strategy

Kolektiv will continue to consult with and engage all relevant stakeholders and interested parties in different stages of planning and implementing this project.

Kolektiv will organize regular meetings with identified key stakeholders:

- Annual meetings with Employment Institutes
- Quarterly meetings with Employment offices
- Annual meetings with Ministries (at the end of first year of implementation)
- Annual meetings with Associations of employers (at the end of first year of implementation)
- Annual meetings with donors and development organizations

Kolektiv will organize event with key stakeholders

- For the purpose of results dissemination and sharing lessons learned, at the end of the project Kolektiv will organize an event for all stakeholders identified.

Kolektiv will have continuous communication with Employers:

- as part of the project intermediation services, Kolektiv will have a dedicated person for employers engagement. Employer counselor will maintain regular communication with employers through phone, e-mail communication and meetings.

Kolektiv will have continuous communication with Jobseekers:

- as part of the project Component 1 – Provision of private employment services, Kolektiv will have regular phone, e-mail and in person communication with all project beneficiary, as well as group sessions in the form of trainings and workshops.

Kolektiv will report cantonal employment offices

- Kolektiv will provide the list of persons who were placed into employment through intermediate services on a monthly basis to cantonal employment offices

Recurrent communication activities

- Press releases
- Interviews for the media
- Photographs, photo news
- Features/success stories
- Participation in events (conferences, panels, presentations, fairs)
- Quarterly newsletters with information about progress on the project and upcoming activities.
- Monthly newsletters to jobseekers
- Social media profiles

Beneficiary feedback activity

- Annual satisfaction survey on provision of private employment services among jobseekers and employers will be conducted.

The Kolektiv will also organize promotional activities to promote public call for jobseekers if the pool of potential beneficiaries will not be provided by public employment services. During the open call, Kolektiv employment counselors will be available for consultations for interested jobseekers about the project and services.

Kolektiv will proactively collect feedback about its services to ensure that they remain relevant to the need of jobseekers and employers.

e) Preliminary SEP implementation

Kolektiv will be responsible for planning and implementation of stakeholder engagement activities, as well as other relevant outreach, disclosure and consultation activities. The budget for stakeholder engagement activities was not planned. The following activities: (i) development of communication strategy, (ii) applicant/beneficiary survey (iii) media coverage expenditures;

(iv) printed outreach materials; (v) video (clips) production; (vi) events should be covered through existing project budget.

To ensure successful SEP implementation, the project planned part-time engagement of a Communication Specialist within project implementation team under the Component 1: Provision of private employment services.

5. Grievance Mechanism

a) Kolektiv existing Grievance Mechanism:

Kolektiv has no operating GM in place but all complaints are recorded and processed by the Kolektiv support staff using the procedures established during the regular business operations. Grievances are recorded and summarized in the internal CRM and candidates software systems. All complaints are processed regularly.

A grievance mechanism to resolve complaints of project beneficiaries will be set up and described in POM and LMP.

b) GRM for Project affected persons/project beneficiaries/workers

Project Beneficiaries, who access employment through the facilitation of the project, will be able to utilize Kolektiv support in resolving and administering work related grievances.

Employment counsellors will address all sorts of notifications, applications, complaints, feedback related to work life and social security. Project beneficiaries can, by e-mail, phone or in person, submit complaints, feedback, queries, suggestions or compliments related to:

- the Violation of project policies, guidelines, or procedures, including those related to child labor, health and safety of workers and gender violence.
- General feedback, questions, suggestions, compliments.

Employment counsellors will segregate the grievances related to this project, and report each grievance and its resolution to Kolektiv Focal Point for monitoring and reporting purposes.

The potential Beneficiary Workers will, as part of the project intermediation/counselling services and employment support, receive detailed orientation about the the labor legislation, OHS, labour rights and grievance mechanisms.

This will ensure that Beneficiary workers are fully aware of prevailing legislation in relation to formal employment, know where and how to complain in case of breach of standards in employment (wages, OHS, working conditions etc.), thus reducing the overall labor risks of the project. In case of grievances involving issues of gender Based Violence (GBV) or Sexual Exploitation and Abuse (SEA), the case should be assigned to a special reference system ensuring full confidentiality.

The contact persons for project beneficiaries related to grievances is their individual project counselors. They can also submit a complaint to e -mail: info@posao.ba; phone: 033 204 592 or submit it by post or in person to address Kolektiv, Skenderpašina 1, 71000 Sarajevo.

The response will be generated no later than 48 hours. Since Kolektiv is not employer of project beneficiaries, the Kolektiv's response is considered to be only a support in grievance resolution. The issue has to be resolved between employer and project beneficiaries/complainant

according to the employer rulebook and national labour law. If the issue is not resolved by employer, complainant can go on court according to the national law.

c) GRM monitoring and reporting

Kolektiv will maintain a central GRM database, where project beneficiary grievances and their resolution will be recorded and classified for monitoring purposes, ensuring that each complaint has an individual reference number and is appropriately tracked and recorded actions completed. This will facilitate feedback regarding project design and analysis of grievances and of the functionality of the GRM. The project management team will make quarterly reports available to the World Bank team on the implementation of the Labour GRM. In addition, data on grievances and/or original grievance logs will be made available to World Bank missions.

Kolektiv focal point will be responsible for:

- Analysing the qualitative data from employment counsellor on the number, substance and status of complaints and uploading them into the single project database for labor grievances;
- Monitoring outstanding issues and proposing measures to resolve them;
- Submitting quarterly reports on GRM mechanisms to the Project Coordinator.

Quarterly reports shall include a section related to Labour GRM which provides updated information on the following:

- Status of GRM implementation (procedures, training, workers' awareness campaigns, budgeting etc.);
- Qualitative data on number of received grievances \ (applications, suggestions, complaints, requests, positive feedback),
- Quantitative data on the type of grievances and responses, issues provided and grievances that remain unresolved;
- Level of satisfaction by the measures (response) taken;
- Any correction measures taken.

d) World Bank Grievance Redress Services

Communities and individuals who believe that they are adversely affected by a World Bank supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the Bank's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of World Bank non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service, please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service> . For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

6. Implementation Arrangements for Stakeholder Engagement

Overview of planned communication and stakeholder engagement activities

Target stakeholders	Topic(s) of engagement	Method	Location/frequency	Responsibilities
Project wide				
Project affected parties	Project progress Lessons learned Feedback on annual satisfaction survey	In-person meetings Events Reports	Quarterly and Annually	Kolektiv
Project beneficiaries	Provision of employment services	Phone, e-mail, in person interviews Group trainings Field visits Online survey Medias	Monthly	Kolektiv
Other interested parties	Project progress Lessons learned Feedback on annual satisfaction survey	Meetings, Events Public communication	Annually and continuously through the project	Kolektiv

7. Monitoring and Reporting of the SEP

Component 2 of the Provision of Private Employment Services Project will support monitoring and evaluation (M&E) activities to track, document, and communicate the progress and results of the project, including monitoring of the Stakeholder Engagement Plan. The project management team will be responsible for overall compilation of progress and results. Feedback and grievances received through the project grievance mechanism will be aggregated and included in annual reports. During Project implementation SEP may be updated based on the identification of new stakeholders and/or the need for different forms of stakeholder engagement.

8. Disclosure of Project Documents

Kolektiv intends to make available the relevant information to all groups of stakeholders. The channels of information dissemination, feedback collecting, and public outreach are:

- (i) Kolektiv (Posao.ba) web page (Posao.ba) and social media profiles –awareness and promotional materials and information. Posao.ba web page contains contact information for any interested party to contact about project topics.
- (ii) Direct formal communication (official letters, emails) and reports to employment offices and ministries.
- (iii) Public events – Final project event, where visual and written materials will be provided.